

Title:	2024 Workforce Race Equality Report
Agenda item no:	
Meeting:	People Committee
Date:	May 2024
Presented by:	Don Fairley (Chief People Officer)
Prepared by:	Pete Sandham (Associate Director – Staff Experience and Inclusion)

Purpose of the Report	<p>To provide the committee with oversight of Trust performance relative to the 9 indicators within the Workforce Race Equality Standard (WRES).</p> <p>Seek approval for the publication of the data set in line with National reporting requirements.</p>
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Report History	
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What action is required?	
Assurance	✓
Information	✓
Discussion/input	
Decision/approval	✓ (Approval for publication in line with National reporting requirements)

Resource Impact:	<i>None</i>
Relationship to Risk in BAF:	<i>Failure to be a Great Place to Work</i>
Corporate Risk Register (CRR) Reference /score	<i>N/A</i>
Title of CRR	<i>Links To 4176/4177 - Staff Recruitment and Retention</i>

Strategic objectives This report impacts on (tick all that apply)::			
Provide the highest quality care			✓
Invest in our staff and live out our values			✓
Drive the development of integrated services			
Cultivate innovation and transformation			
Achieve long-term financial sustainability			
Well Led Framework applicability:			Not applicable <input type="checkbox"/>
1. Leadership ✓	2. Vision & Strategy <input type="checkbox"/>	3. Culture ✓	4. Governance <input type="checkbox"/>
5. Risks, Issues & Performance <input type="checkbox"/>	6. Information Management <input type="checkbox"/>	7. Engagement ✓	8. Learning & Innovation <input type="checkbox"/>

Publication			
Published on website	✓	Confidentiality (FoI)	Private <input type="checkbox"/> Public <input type="checkbox"/>

1 Executive Summary

- 1.1 Since its introduction in 2016, the Workforce Race Equality Standard (WRES) has provided National impetus to the race equality agenda and challenged NHS organisations to improve their performance in relation to race equality and diversity.
- 1.2 WRES comprises nine indicators relating to the workforce. The nine indicators cover a range of areas including pay composition of the organisation; recruitment; disciplinary processes; access to non mandatory training in addition to a range of measures taken directly from the NHS Staff Survey. The final indicator relates to Board representation.
- 1.3 NHS Organisations are **required** to report and publish the indicators, identifying their current position (as of 31.03.24) and to develop an improvement plan (as required).
- 1.4 A note on language. The National WRES standards still use the descriptor term BAME. Here at the RBFT we have moved away from this descriptor following engagement with our staff to use 'ethnic minority' and increasingly 'global majority' as descriptors. The term BAME is utilised here to maintain consistency with the National Reporting terminology
- 1.5 The summary of performance across the relevant metrics is summarised in the table below. Continued positive improvement is reported. Trust position is better than NHS average on all measures (although to note NHS average measures below are based on 2023 figures due to 2024 figures not yet being Nationally reported).

	WRES INDICATOR	RBFT 2023/24	RBFT 2022/23	RBFT IN YEAR TREND	NHS AVERAGE 22/23
1	BAME staff composition of all AfC Bands 8a - 9 and VSM positions	20%	18.3%	▲	13.15%
2	Relative likelihood* of white candidates being appointed form shortlisting compared to BAME candidates	1.38	1.49	▼	1.59
3	Relative likelihood of BAME staff entering the formal disciplinary process compared to White staff	0.56	1.79	▼	1.03
4	Relative likelihood of White staff accessing non mandatory training , learning or development compared to BAME staff	1.0	0.8	-	1.12
5	% of BAME staff experiencing harassment bullying or abuse from patients, relatives or public in last 12 months	25.4%	27.9	▼	30.5%
6	% of BAME staff experiencing harassment bullying or abuse form other staff in last 12 months	21.4%	24%	▼	27.5%
7	% of BAME staff believing trust provides equal ops for career progression or promotion	51.5%	48.6%	▲	46.7%
8	% of BAME staff personally experiencing discrimination at work form manager/team leader or other colleague	11.6%	14.4%	▼	16.4%
9	BME Board Membership	23%	23%	-	15.6%

** In 'relative likelihood' measures, a figure of 1 indicates the exact same likelihood. A figure greater than 1 indicates a greater likelihood and a figure less than 1 indicates a lesser likelihood

- 1.5 Our **WRES Improvement Plan** has been refreshed to address the key thematic improvement priorities and to maintain delivery on previous priority actions. The plan is included in Appendix 1.

2 Key Issues

- 2.1 The detail of each indicator is presented below.

Indicator 1: Percentage of staff in each of the AfC Bands 1-9 and VSM compared with the percentage of staff in the overall workforce.

- **Performance against this indicator has improved**
- The % of BAME staff in all senior AfC Bands 8a - 9 and VSM positions at the RBFT **continues to grow on a positive trajectory** – up to 20% in March 2024 compared to 18.3% in 2023. Since WRES reporting commenced in 2016 a 12% growth in BAME composition of our senior AfC pay bands is reported.
- Maintaining this growth trajectory places us on track to deliver our People Strategy aspiration of 25% representation in our most senior roles by 2027.
- As of March 2024 there are 77 BAME colleagues in senior AfC bands compared to 67 in 2023 and 19 in 2017.
- The Medical Workforce continues to be a diverse and representative group. BAME representation has improved across all medical grades in year, with the BAME composition of Medical Consultants (38%), Career Grades (65%) and Trainee Grades (57%) all demonstrating in year growth.
- This growth takes place in the context of overall growth in the overall composition of BAME colleagues in the RBFT Workforce. As of March 2024 – 34.4% of the organisation are from ethnic minority backgrounds, compared to 31.5 in 2023. Across the NHS, 26.4% of the workforce are from BAME backgrounds
- The % of the workforce where no ethnicity details are held has improved from 19% in 2023 to 17% in 2024
- Whilst noting the improvements in representation delivered over recent years it remains the case that BAME representation in senior leadership roles remains adrift from the overall composition of BAME staff in the RBFT workforce

Indicator 2: Relative likelihood of BAME staff being appointed from short listing compared to that of White staff being appointed from short listing across all posts

- **Performance against this indicator has improved**
- White candidates are 1.38 times more likely to be appointment from shortlisting than BAME candidates. This is an improving trend from the 1.49 times likelihood reported in 2023 and a sustained improved position from the 1.7 reported in 2021. A relative likelihood of 1 would indicate exactly the same likelihood of being appointed from shortlisting.
- In overall terms across the Trust, this translates into 20% of BAME candidates being appointed post shortlisting compared 28% of white candidates.

- Further investigation into the raw data driving the 'relative likelihood measure' surfaces a number contextual findings. The table below collates the total number of candidates shortlisted and candidates appointed in 23/24 and 22/23 for comparative purposes

	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23
	BAME Candidates		WHITE Candidates		Total	
Candidates Shortlisted	2463	2172	1587	1852	4050	4024
Candidates Appointed	506	450	451	573	957	1023
% of Total Shortlisted	61%	54%	39%	46%		
% of Total Appointed	53%	44%	47%	56%		

- The number of BAME candidates shortlisted and subsequently appointed was the highest ever since reporting commenced in 2023, with the number of BAME appointments greater than the number of white appointments for the first time.
- With a strong uptick in the number of BAME appointments and the reflective 3% growth in overall BAME organisational composition- the improvement in headline 'relative likelihood' measure is modest. The key factor suppressing the improvement is that whilst more BAME candidates were appointed, it is also true that more were shortlisted - so an increase in the numerator is accompanied by an increase in the denominator.

Indicator 3: Relative likelihood of BAME staff entering the formal disciplinary process compared to White staff.

- **Performance against this indicator has improved**
- **BAME staff are less likely than White staff to enter the formal disciplinary process.** A relative likelihood of 0.56 is reported (where '1' would indicate the exact same relative likelihood). In 2023 relative likelihood of 1.79 was reported, e.g BAME staff less likely to enter the formal process.
- A table showing a summary of the number of cases over the past 5 years is provided in Appendix 1. The total number of formal disciplinary cases remains low.

Indicator 4: Relative likelihood of staff accessing non mandatory training and CPD.

- Performance against is relatively static and the equity position is maintained.

Indicators 5-8: Staff Experience.

- **Performance against all four of these indicators has improved.** BAME staff experience on all four measures is better than the Acute Average.
- These indicators are directly drawn from the Trusts Staff Survey Results for 2023. Comparative data from 2022 is also shown.

Indicator Description	BAME STAFF EXPERIENCE: RBFT		BAME STAFF EXPERIENCE: ACUTE AVERAGE
	2023	2022	2023
Indicator 5: Percentage of staff experiencing harassment, bullying or abuse from patients / service users, relatives or the public in last 12 months	25.4%	27.9	28.1%
Indicator 6: Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	21.4%	24%	26.2%
Indicator 7: Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion	51.5%	48.6%	49.6%
Indicator 8: Percentage of staff experiencing discrimination at work from manager / team leader or other colleagues in last 12 months	11.6	14.4%	16.2%

- Additional analysis of all 2023 NHS Staff Survey questions has also been undertaken to fully understand the full and wider staff experience of BAME colleagues across all survey measures.
- The reported experience of Ethnic Minority colleagues is better than that of white colleagues in 75 of 100 questions (75%), better in 66% of questions in 2022. This in the context, of the Trust position as one of the top National performers, provides positive assurance around overall staff experience

Indicator 9: Board Membership

As of the 31.03.23, there are three BAME Board members. With a 23% Board BME Representation and a 34.4% organisational BAME representation, the differential between BAME workforce composition and BAME board composition is 11%.

National and Regional Benchmarking

The table in the Executive summary notes that RBFT performance is favourable to the National Benchmark in all indicators. Other National insights of note:

- The % of staff from BME backgrounds across the NHS has grown from 17.7% in 2016 to 26.4% in 2023.
- Nationally, Indicator 2 (likelihood of appointment from shortlisting) remains broadly unchanged and un-improved since WRES reporting commenced in 2016
- Nationally, the levels of bullying, harassment and discrimination experienced by BAME colleagues from patients and from staff are higher in 2023 than they were in 2016. BME staff belief in equal opportunities for career progression and promotion have deteriorated. RBFT performance over recent years bucks these National Trends

- Nationally, Board representation has improved from 7.1% in 2016 to 15.6% in 2023, with non-exec more than exec representation the key driver. Nationally in 2023, 10.8 % of exec board members are from BME backgrounds, rising to 14.7% in the South East and 18.8% in London.

3 Conclusion

- 3.1 Strong and consistent in year improvement is reported along with a benchmarked position favourable to the NHS average across all indicators
- 3.2 Particularly pleasing is the improvements in senior representation and recruitment measures although continued focus is required in this areas to maintain improvement. Whilst staff experience measures continue to improve and benchmark extremely favourably to the National position, it remains the case continued focus is required to eliminate the unacceptable experiences that some of our colleagues are subject to at work
- 3.3 Two key areas requiring priority focus in the year ahead are:
 - Staff Experience – focussed action to drive down unacceptable conduct from patients and discrimination at work
 - Recruitment and Senior Representation – continue to build on our progress and our journey to achieving 25% representation in senior roles by 2027.
- 3.4 Our detailed Draft updated **WRES Improvement Plan 2023-2025** (Appendix 1) has been fully refreshed to address the key thematic improvements required and to maintain delivery on previous priority actions.
- 3.5 We will continue to consult with our Ethnic Minority staff forum and with system partners on this improvement plan and further develop accordingly.

4 Attachments

The following are attached to this report:

- (a) **WRES Improvement Plan 2023-2025**

Appendix 1 – Supplementary Data Charts

Table 1: Composition across Pay Band Clusters

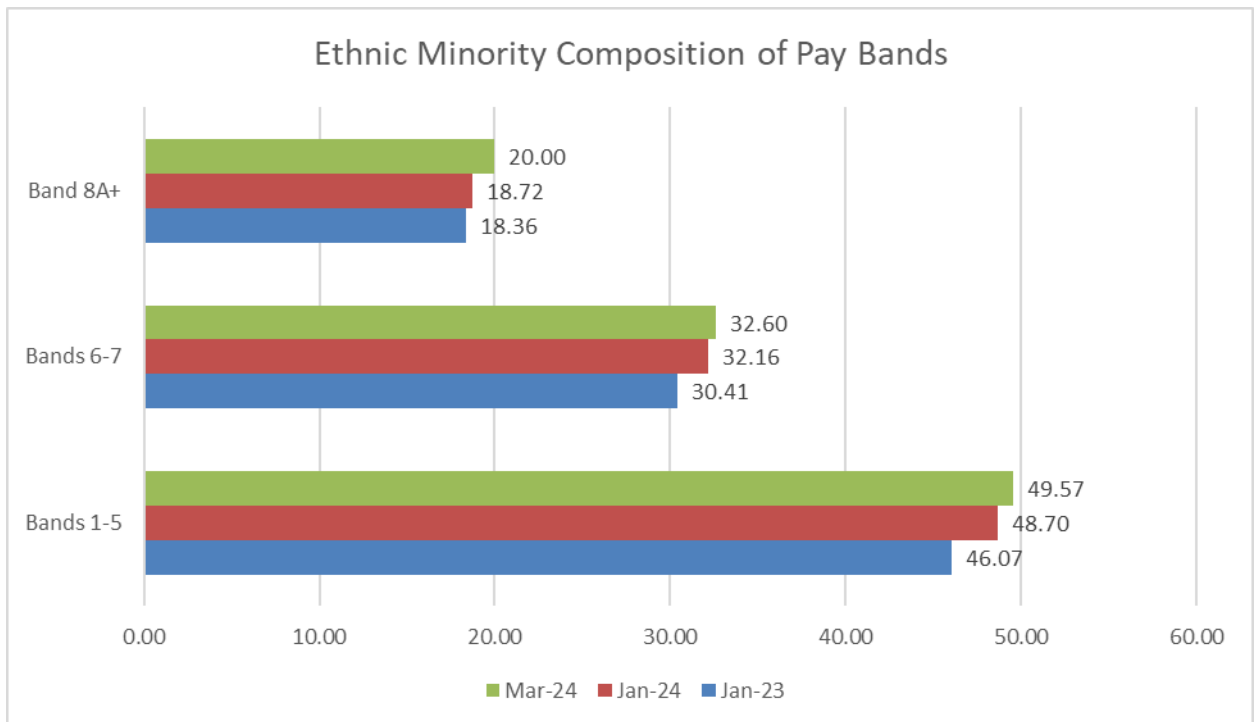


Table 2: Cases entering the Formal Disciplinary Process by ethnicity (2020-2024)

REPORTING YEAR	BAME	WHITE	NOT DECLARED	TOTAL NO OF CASES
2024	4	10	4	18
2023	7	6	1	14
2022	4	7	1	12
2021	3	12	1	16
2020	13	17	1	31

DRAFT UPDATED WRES 2023-2025 Improvement Plan

Improvement Theme	How	When	Who	Update	Measures
BAME staff in senior management and leadership positions and Improving our Race Disparity Ratios	Deliver our Progression Disparity Ratio Improvement targets as part of our Workforce Directorate Driver Metrics programme	Apr '25	Senior Workforce Team	Monitored through Corporate PRM. Non clinical targets delivered; Clinical Progression Disparity rates adverse to target	Achieve parity with the Middle to Upper Disparity regional ratio of 1.66 by Apr '25.
	Audit mandated requirement for Inclusion related objectives a standing appraisal objective for all leaders at Band 8C and above	Oct '24	Learning and OD	Proposal implemented– requirement to audit.	BAME staff in 25%+ of senior management roles by 2027
	Annual cohorts of aspiring Ethnic Minority Senior Leader programme.	Every Year	Care group DON's and PS	3 cohorts delivered to date	Annual 10% increase in mentoring and coaching capacity
	Continue to expand mentoring; reverse mentoring and Coaching capacity	Ongoing	PS	Reverse Mentoring re-launch by May '24	Always deliver at least 33% BAME representation on flagship leadership development programmes.
	Continue targeted recruitment of current/aspiring BAME leaders/talent onto Leadership Development Programmes	Always	NKS	Representation targets consistently delivered at 40% for HBS programmes	Effective promotion and subsequent engagement.
	Expand Internal Secondment Opportunities	On-going	VD	New policy provisions in development	Equitable representation in our gold and green talent pools relative to organisational composition
	Ongoing Audit and report on composition of talent pools	Sept '24	NKS	1 st audit demonstrates good representation in gold/green pathways.	
Shortlisting and Appointment	Audit mandated provision that for all selection process at Band 8A and above, hiring managers require candidates to demonstrate/evidence EDI work during interview	Oct '24	Recruitment Team	Proposal Implemented - requirement to audit.	Audit confirms position embedded
	Deliver batch/gateway recruitment process	Feb '25	Head of Resourcing	Previously been delayed.	Provision is implemented and impacts evaluated
	Continued actions to overhaul of our recruitment and selection practices	Various	Various		Various
Staff Experience	Ensure a clear, strong leadership narrative on race equality is maintained, including Trust wide communications focussing on key issues underpinning understanding of racial equality	On-going	Senior Leaders	See Me First promotion continues; – Cultural Celebration event planned for June 2024	EDI to be a 'top three space' for engagement on our new Workvivo platform.

DRAFT UPDATED WRES 2023-2025 Improvement Plan

Improvement Theme	How	When	Who	Update	Measures
	Deep dive focus on Inclusion as part of our What Matters 2024 programme	Sept '24	PS	Framework launched Oct '22	Clear anti-bullying, anti-discrimination , inclusive narrative in our expected behaviours framework
	Trust wide programme to promote positive behaviours from patients and drive down bullying, harassment, violence, and abuse from patients	Various	Various		Demonstrable reduction in staff experience of such incidents
	Develop and Deliver our 'Up the Anti' programme and trust training programmes in allyship; active bystander etc	Sept 24 commence	CR		To be a top 10 Acute Trusts in low levels of staff experiencing discrimination at work.
	Cultural celebration events to recognise and celebrate diversity and understanding	Ongoing	EMN Network	Cultural Celebration Events, Ramadan support etc	Engagement and profile of events
	Targeted work to reduce non declaration rates to ensure representativeness and validity of data insights	Mar '25	PS and WFI		Deliver a 5% reduction in non-declaration rates
Career Development	Development focus (clinical and non-clinical) as recurring item on EMN meeting agenda	Every Quarter	L&D Team		Maintain equity in access to non-MAST activity as measured by WRES indicators
	Focus on Clinical Band 5 to 6 progression through delivery of Band 6 development programmes, Mary Seacole programme and enhanced experiential rotational opportunities	Ongoing	Practice Development and Education		Improving Band 5-6 Clinical Progression Disparity Ratios
	Develop enhanced Apprenticeship portfolio for staff in Admin and Clerical roles to develop career ladders	Ongoing	AO	Priority in our Education Strategy	New A&C apprenticeship pathways created e.g Clinical Admin Teams
	Expand uptake into our Winning at Interviews Programme	By Apr '25	L&D Team		33% uptick in enrolments in 24/25